

Utah Department of Transportation
S T R A T E G I C D I R E C T I O N

UDOT's Final Four

2004

Questions

The Utah Department of Transportation (UDOT) annually works to identify strategic goals and focus areas in a plan for the coming year. This plan drives the department's overall performance. This year, UDOT, has not only worked to fine tune and evaluate its strategic goals and focus areas, but to make them a focal point for employees and stakeholders.

Transportation plays an integral part in sustaining economic vitality and in maintaining the quality of life Utahns deserve. Although surrounded by a climate of reduced budgets and an unpredictable economy, UDOT remains committed to maintaining the quality of life its customers are accustomed to. This commitment lies in the department's 2004 strategic goals and focus areas.

To better understand UDOT's new direction, it is helpful to answer the following questions:

1. Who Are We?
2. What is Our Focus?
3. What Do We Do and How Do We Do It?

Who are we?

Mission Statement

UDOT:

Quality transportation today, better transportation tomorrow.

We connect communities.

What is our focus?

Values

Employee Centered

Individually and collectively, we are the department's most valuable resource.

We trust each other and treat each other with the respect we deserve.

We do right things right.

We value and use the expertise and creativity of those around us and willingly help each other.

We believe in the importance of identifying and recognizing the outstanding efforts of teams and individuals we work with, and we are committed to personal development.

We are dedicated to maintaining a safe work environment.

Customer Focus

We provide quality leadership to meet and balance Utah's transportation and related challenges.

Complete customer satisfaction is our primary goal.

We initiate and encourage open communication and active partnerships with our customers.

We value and respond swiftly to customer input and feedback.

We are dedicated to saving lives, time and resources.

Quality Service

Quality and continuous improvement are built into everything we do.

We are committed to providing exemplary customer service.

We continually evaluate and adjust performance standards and adopt best quality practices from other organizations to meet today's changing needs.

Great Performance

We lead the field in providing constantly improving, cost-effective services using new technologies.

We strive to make UDOT an effective and responsive organization.

We reinvent ourselves to meet changing needs and circumstances.

We optimize the use and equitable distribution of our available resources.

We use innovation, performance management and measurement to continually improve our performance.

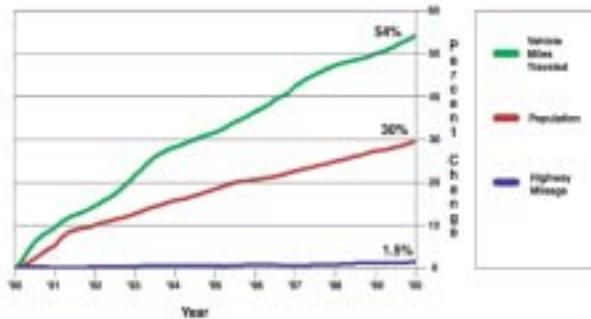
The challenge

Transportation needs

Over the last decade, Utah has enjoyed economic prosperity and growth. At the same time, our growth and prosperity have brought challenges for the highway system.

In the last 10 years:

- Highway mileage (lane miles) on the state system has increased about 1.5%
- Population has increased almost 30%
- While travel, measured by Vehicles Miles Traveled (VMT), has increased almost twice as fast as the population at 54%



The rise in travel is a national trend. The Federal Highway Administration forecasts that travel will increase another 50 percent over the next 20 years. We expect to see that same trend in Utah.

In recent years, as travel has increased, revenue has not kept pace. In Utah, and the rest of the nation, revenues have been flattening for the last few years.

The impact of these travel trends on Utah are:

- Increased congestion. There are currently 100,000 hours of delay each day along the Wasatch Front. In 30 years, it will be nine times worse with 930,000 hours of delay.
- Increased user costs. Congestion costs each traveler about \$600 a year in lost time and wasted fuel.
- Decreased economic growth and productivity. Time lost in congestion results in lost productivity and decreased economic growth as delivery of freight and goods slows down, decreasing business profits.
- Faster deterioration of highways. Increased traffic means more wear-and-tear on pavements and bridges, accelerating the deterioration of our highways.

What do we do?

Strategic goals

Utah faces the significant challenge (refer to previous graph) of meeting transportation demands with increases in population, growth in travel and limited resources.

UDOT is addressing this challenge by following four strategic goals, the “Final Four”:

- Take Care of What We Have
- Make the System Work Better
- Improve Safety
- Increase Capacity

How do we do it?

The process

UDOT's process is guided by the Context Sensitive Solutions (CSS) philosophy that guides the department wherein safe transportation solutions are planned, designed, constructed, and maintained in harmony with the community and the environment.

CSS contains three guiding principles:

- Address the Transportation Need
- Be an Asset to the Community
- Fit in With the Natural and Built Environments

By applying this philosophical approach to each of the four strategic goals, UDOT anticipates it will continue to maintain and build good relationships with its community partners to deliver a quality transportation system.

Strategic goals and focus areas

The Final Four

Strategic Goal #1: Take Care of What We Have

The department maintains more than 6,000 miles of roadway worth tens of billions of dollars.

In order to preserve the quality of life and to improve the economic vitality of our state, UDOT and its employees are committed to taking care of the existing system.

With increased travel demand, population growth, and wear on the system, preservation efforts are critical.

Focus Areas:

- Pavement Preservation is similar to regularly changing the oil in your car. By applying treatments and other technologies to the pavement, we can extend its lifetime.
- Bridge Preservation can help ensure the lifetime, stability and safety of our bridges. Examples of this type of preservation include routine inspections, sealing treatments and deck pavement projects.
- Maintenance efforts such as plowing snow, maintaining drainage, improving roadway markings (striping/signs), pothole patching, and guardrail repair will extend the life of and improve the safety of our roadways.

Strategic goals and focus areas

Strategic Goal #2: Make the System Work Better

Due to the significant challenge UDOT faces (refer to graph), there are things it will implement to improve the efficiency of the existing roadways and other modes of transportation. UDOT is committed to optimize the system.

Focus Areas:

- Traffic Management improves traffic flow and relieves congestion. Elements of traffic management include traffic signal coordination, ramp meters at freeway interchanges, incident management teams, and travel demand management (i.e. van pools, telecommuting, increased use of mass transit, car pools, etc.)
- Traveler Information can improve air quality and reduce delay time and accidents by enabling the public to make wise travel choices. UDOT will deliver this advance and real-time information through electronic roadway signs, the 511 traveler information line, web sites, the media and others.
- Access Management increases mobility and safety on the state system. Through access management UDOT will improve its process of implementing and managing an access program.

The Final Four

Strategic goals and focus areas

The Final Four

Strategic Goal #3: Improve Safety

Annually, more than 300 people lose their lives on Utah roadways, with some of these deaths occurring in UDOT work zones.

Making Utah a safer place to live, travel, do business and recreate is a top priority.

Focus Areas:

- Roadway Safety includes public awareness campaigns, improved design, high-visibility signs, rumble strips, new paint striping technologies, intersection improvements, and maintenance safety activities. UDOT will continue to focus on these efforts to deliver people safely to their destination.
- Work Zone Safety is a balance between mobility and safety. UDOT will continue to improve that balance and maintain public awareness and employee training.
- Pedestrian/Bicycle Safety includes public education, school zone safety, trail enhancements and signal improvements.

Strategic goals and focus areas

Strategic Goal #4: Increase Capacity

Faced with our current challenge it is inevitable more capacity must be provided to improve air quality, reduce congestion and deliver goods and services in a timely fashion.

Focus areas:

- Add Lanes to the Transportation System and work with other agencies and organizations for multi-modal solutions.

The Final Four